



North Carolina
Department of Administration

James B. Hunt Jr., Governor

Katie G. Dorsett, Secretary

November 2000

Dear DOA Employees and Friends,

With a great deal of pleasure, I present the ***Report of Improvements: 1999-2000***. It showcases valuable results achieved by a wide range of improvements throughout the Department of Administration. Ideas may have originated from an individual, a group or a team and led to recommendations that have been implemented to help us do our jobs better.

I invite you to study the improvements presented here for possible use in your division and to spark other ideas for future improvements. In keeping with the department's sustainability efforts, only a limited number of copies of this booklet have been printed. Additional copies may be printed from our Web site (<http://www.doa.state.nc.us/doa/improve/report00.htm>).

I am proud of the improvements made by our employees in the Department of Administration. And I look forward to those you will make in the future. I encourage you to keep looking for ways to improve the high quality of services we are providing effectively, efficiently and economically for our customers who are the citizens, agencies and communities of our state.

Sincerely,

A handwritten signature in black ink that reads "Katie G. Dorsett". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Katie G. Dorsett

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Americans with Disabilities Act Office

Unit/Section:

Team/Individual Name: Larry Jones

Name of Improvement: Acquisition of pager and cellular telephone

Background: Previously, whenever the coordinator was out of the office for any reason, the director was usually difficult to contact, particularly during periods of travel. This meant that any client complaint or request for services could be delayed, particularly if both persons in the office were absent.

Improvement: The coordinator obtained a pager and a cellular phone (at the director's own expense) and the office voice mail message refers callers both to the Secretary's Office and to the coordinator's pager allowing calls to be returned quickly and effectively.

Result: Fewer calls were missed resulting in increased client satisfaction. Also, the change gives the coordinator more flexibility in scheduling presentations and meetings since the staff is able to reach him quickly and consistently.

Contact Name/Number: Larry Jones, (919) 715-2302

Americans with Disabilities Act Office

Unit/Section:

Team/Individual Name: Larry Jones

Name of Improvement: Electronic mail scanning

Background: Previously, requests for information and/or documents entailed looking up materials and hand copying them, addressing envelopes, etc., which was a time-consuming process.

Improvement: The coordinator obtained a scanner (at the director's personal expense) and has scanned in some of the most requested documents now available electronically as e-mail.

Result: Information requests can be handled more efficiently, quickly and at a lower cost.

Contact Name/Number: Larry Jones, (919) 715-2302

Americans with Disabilities Act Office

Unit/Section:

Team/Individual: Larry Jones

Name of Improvement: Client training program

Background: Historically the office had relied on funding from the Secretary's Office to pay for training expenses and materials.

Improvement: The coordinator collaborated with the Governor's Advocacy Council for Persons with Disabilities to contract with the State Developmental Disabilities Council to provide training to local citizen organizations, businesses and colleges on the compliance requirements of the ADA.

Results: The office plans to conduct 20-30 training activities for organizations and businesses at reduced costs to the department.

Contact Name/Number: Larry Jones, (919) 715-2302

Americans with Disabilities Act Office

Team/individual: Larry Jones/ Roger Foushee

Name of Improvement: Communication upgrades

Background: Historically, the office had received all its fax communications through the Secretary's Office. This was time-consuming since it required an employee to physically travel to another building to pick up and/or send a fax.

Improvement: Phone lines and a fax machine were installed in the ADA Office.

Results: The new fax saves time and effort in communicating with citizens and other agencies and increases productivity by time-saving and response times.

Contact Name/Number: Roger Foushee, (919) 715-2302

Agency for Public Telecommunications

Unit/Section:

Team/Individual Name:

Name of Improvement: Facilitators trained

Background: For years APT has stressed the importance of teamwork but has never had facilitators trained to help with the process of identifying issues and concerns or processes that need improvement.

Improvement: APT sent its division director, deputy director and one other person who was interested in acquiring new skills to facilitator training. Each of the trainees completed five days of training.

Results: Not only have the people who were trained as facilitators expressed satisfaction with the training, but other staff say they have noticed an improvement in the way meetings are conducted and a greater emphasis on more effective teamwork.

Contact Name/Number: Leila Tvedt or Ivy Hoffman, (919) 733-6341

Agency for Public Telecommunications

Unit/Section:

Team/Individual Name:

Name of Improvement: Strategic planning

Background: APT has been operating on an ad hoc basis without forming a strategic plan that includes goals and objectives, strategies, action plans and deadlines.

Improvement: The executive director and deputy director identified resources that could be used for strategic planning and then outlined a process. The entire staff identified stakeholders; articulated the mandates that define services; determined strengths, weaknesses, threats and opportunities; and expressed issues to help define necessary division and section level action.

Results: This work in progress has already helped to clarify the mission and general direction of APT. The details of a strategic plan will follow. An unintended positive consequence has been a stronger sense of teamwork among the agency's staff and better internal communication.

Contact Name/Number: Leila Tvedt or Ivy Hoffman, (919) 733-6341

Commission of Indian Affairs

Unit/Section:	N/A
Team/Individual Name:	Team
Name of Improvement:	Increased use of Web site
Background:	The Commission of Indian Affairs and the six programs it operates require mailing large volumes of material to satisfy public demand. To supply public demand staff had to spend a great deal of time processing and mailing requests and responding to telephone inquiries.
Improvement:	The executive director appointed staff member David Grisby to maintain and update the commission's Web site. David is responsible for ensuring that the information on the Web site is current and accurate. Placement of information on the commission's Web site, including the newsletter, has reduced the cost of printing, postage and mailing by approximately 25 percent.
Results:	Increased use of the commission's Web site resulted in: <ul style="list-style-type: none">• Greater customer satisfaction• More efficient use of time• 25 percent reduced cost of printing and mailing• Reduction in delays or lost mail• Free worldwide customer access• A broader audience
Contact Name/Number:	Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section: N/A

Team/Individual Name: Team

Name of Improvement: Desk reference manual

Background: The commission is a statewide agency and administers a number of state and federally funded programs. The staff of the commission is housed in the central office in Raleigh with field offices located throughout eastern North Carolina. Prior to the development of the desk manual, clerical staff who worked at the receptionist desk had to frequently consult senior staff about locations and office hours, commission programs, Indian tribes and organizations.

Improvement: A desk reference manual was developed so that clerical staff would have access to basic information about the N.C. Commission of Indian Affairs, its programs and services, staff, field office hours and phone numbers, project overviews, etc. The availability of this information at the front desk enables staff who back up the receptionist to be more efficient and to respond to telephone inquiries in a more timely, effective manner.

Results: The development of a desk reference manual resulted in:

- Increased customer satisfaction
- More efficient use of staff time
- Reduced or eliminated delays in responding to customers and clients
- Improved the image of the division
- Improved customer access to staff
- Broader audience
- Improved morale

Contact Name/Number: Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section:	N/A
Team/Individual Name:	Team
Name of Improvement:	Newspaper clippings program
Background:	The commission operates a large number of federally funded programs and is involved in many advocacy activities frequently mentioned in print media. Commission staff must stay current on issues.
Improvement:	The commission's receptionist clips articles related to commission programs, services, and Indian issues each month. The articles are copied and made into one report. The report is circulated to the commission's staff, the deputy assistant secretary and the commission's chairman to keep them current on issues and media interest.
Results:	Creation of a newspaper clippings program resulted in: <ul style="list-style-type: none">• Increased knowledge of current Indian issues• Increased efficiency and effectiveness• Improved morale
Contact Name/Number:	Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section: N/A

Team/Individual Name: Team

Name of Improvement: New telephone system with voice mail

Background: The commission's telephone system needing replacing. The phone company evaluated our system and recommended a new system.

Improvement: Following analysis and consultation a new telephone system was requisitioned. The new telephone system includes a voice mail system which enables the receptionist to route calls directly to staff workstations where the caller can leave a voice mail message if the staff is not available. The system reduces receptionist interaction. Voice mail messaging gives staff quicker, more efficient means of communication than e-mail and affords callers the opportunity of leaving a message after hours or when no receptionist is available.

Results: The commission's new telephone system resulted in:

- Increased customer satisfaction
- More efficient use of staff time
- Reduced or eliminated delays in responding to customers and clients
- Improved image of the division
- Improved customer access to staff and services
- Reduced the probability of lost messages
- Eliminated the need for hard copy messages
- Reduced operating cost

Contact Name/Number: Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section:	N/A
Team/Individual Name:	Team
Name of Improvement:	Installed a toll-free number for internal agency use
Background:	The Commission of Indian Affairs is a statewide organization whose commission members and staff conduct business primarily by phone.
Improvement:	Following consultation and recommendation, the commission activated a toll-free number reducing costs by half through the elimination of incoming long distance for commission members and staff. The toll-free number reduces usage of the state calling card.
Results:	<p>The installation of the toll-free number has led to:</p> <ul style="list-style-type: none">• Increased customer satisfaction• More efficient use of staff time• Reduced or eliminated delays in responding to customer and client issues• Improved professionalism within the operation• Improved morale• 50 percent reduction in long distance costs
Contact Name/Number:	Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section: N/A

Team/Individual Name: Team

Name of Improvement: Reduced number of Novell Network printer licenses

Background: The commission was originally forced to utilize network printers due to the expense of stand-alone printers. Staff had to leave their workspace to print. Printing errors resulted in prolonged absence from workspace resulting in a loss of productivity and employee hours.

Improvement: The commission reduced the need for networked printers and the need for utilizing Novell Network printer licenses (seats) resulting in cost savings to the commission.

Results: Reducing the number of Novell Network printer licenses has led to:

- Increased staff efficiency
- Reduced cost
- Reduced or eliminated delays in responding to customer and client issues
- Improved professionalism
- Improved customer access
- Improved morale

Contact Name/Number: Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section:	N/A
Team/Individual Name:	Team
Name of Improvement:	New paging system for division director
Background:	Commission staff and members need access to the executive director at all times. The executive director's pager did not have e-mail capacity and needing updating.
Improvement:	The executive director has a new pager which enables him be paged by commission staff and members and allows receipt of electronic messages, thereby reducing the need to return calls.
Results:	<p>The division director's new paging system has led to:</p> <ul style="list-style-type: none">• Increased the efficiency of communications capabilities• Reduced communications cost• Reduced or eliminated delays in responding to staff, commission members, tribes and organizations• Improved professionalism• Improved morale• Updating technology
Contact Name/Number:	Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section: N/A

Team/Individual Name: Team

Name of Improvement: Monthly staff meetings

Background: Previously the commission held quarterly staff meetings. Under the Year 2000 Strategic Plan, the commission will require new staff for new projects. Senior and new staff must work closely together to assure that new projects are implemented in a timely manner.

Improvement: Full staff meetings are being held monthly until further notice to assure that staff are well informed of current and upcoming activities and that they have opportunities to efficiently and effectively share ideas about the Year 2000 Strategic Plan. The monthly staff meetings will also help assure that new project activities are coordinated effectively with limited staffing resources.

Results: Monthly staff meetings have resulted in:

- Increased staff knowledge of the Year 2000 Strategic Plan
- Increased staff involvement with project activities and commission mandates
- Improved communications
- Increased staff productivity
- Improved morale
- Stronger working relationships

Contact Name/Number: Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section:

Team/Individual:

Name of Improvement: Electronic leave request procedure

Background: The commission has central office staff and field office staff who must correspond with a supervisor when requests for leave are processed. It was necessary to submit two paper forms in order to request leave: 1) a request for compensatory earnings; and 2) the vacation/sick leave request. These forms had to be routed back and forth between supervisor and employee.

Improvement: Requests are now processed using the e-mail system rather than paper copy/hard copies thereby expediting processing.

Results: The electronic leave request procedure has resulted in:

- Increased staff efficiency
- Reduced costs associated with paper consumption
- Reduced or eliminated delays
- Created a more efficient means of recording leave
- Improved professionalism
- Improved morale

Contact Name/Number: Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section:

Team/Individual:

Name of Improvement: Location sign in front of building

Background: The commission has been in the same location for approximately six years with only a poorly displayed banner over the front door.

Improvement: A new sign was placed in front of the building.

Results: The new sign has resulted in:

- Improved visibility to visitors and general public
- Improved morale
- Improved professionalism
- Reduced chances of visitors not locating the advocacy agencies

Contact Name/Number: Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section:

Team/Individual Name:

Name of Improvement: Emergency evacuation plan for the old YWCA building

Background: The commission, located at 217 West Jones Street for six years, has conducted evacuation and fire drills without appropriate documentation to ensure consistency and follow-up.

Improvement: The executive director assigned the responsibility of emergency evacuation coordinator internally. Following the coordinator's analysis a building evacuation plan is in place.

Results: The new plan has resulted in:

- Increased morale and safety
- Reduced or eliminated delays in evacuation
- More efficient means of documenting evacuation success
- Improved professionalism

Contact Name/Number: Gregory Richardson, (919) 733-5998

Commission of Indian Affairs

Unit/Section:

Team/Individual Name:

Name of Improvement: Reduction in paper usage

Background: The fax machine printed confirmations unnecessarily.

Improvement: The setting was changed to conserve printing confirmations. Paper is recycled.

Results: The results of a reduction in paper usage include:

- Reduced paper consumption
- Reduced frequency of recycled paper pickups
- Cost saving to the agency in reduction of paper purchases
- Cost saving to the agency in reduction of telefax machine toner usage
- Reduction of printing (wear and tear) of the telefax machine

Contact Name/Number: Gregory Richardson, (919) 733-5998

Council for Women

Unit/Section: Not Applicable

Team/Individual Name: Peggy Alexander

Name of Improvement: Distinguished Women of N.C. Awards

Background: For 17 years the Council for Women has held an annual awards banquet to honor outstanding North Carolina women.

Improvement: The 2000 banquet honored women in two additional categories this year of 11 categories: Arts, Business, Education, Government, Physical Fitness/Recreation, Professions, Volunteerism, the Jean H. Nelson Award, the Mary Powell Seymour Award and the Lillian Exum Clement Stafford Journalism Award.

Results: The successful banquet was attended by more than 600 people.

Contact Name/Number: Peggy Alexander, (919) 733-2455

Council for Women

Unit/Section: Not Applicable

Team/Individual Name: April Reese

Name of Improvement: Distinguished Women of N.C. Awards Commemorative Program

Background: In celebration of the year 2000, the council published a commemorative book that honored all current and former female legislators and previous award recipients.

Improvement: A grant from Eli Lilly and Company allowed us to produce a more updated commemorative program.

Results: The governor was among those who praised the banquet. Copies of the commemorative book were sent to college libraries throughout the state.

Contact Name/Number: April Reese, (919) 733-2455

Council for Women

Unit/Section: Not Applicable

Team/Individual Name: April Reese

Name of Improvement: Distinguished Women of N.C. Awards PowerPoint presentation

Background: The 2000 banquet presentation was produced in-house whereas last year's was contracted.

Improvement: The presentation was based on the 1999 banquet.

Results: The council reduced costs by producing the presentation in-house.

Contact Name/Number: April Reese, (919) 733-2455

Council for Women

Unit/Section: Not Applicable

Team/Individual Name: Jean Carroll

Name of Improvement: Additional position papers

Background: The council has position papers on various issues ranging from pay equity to domestic violence.

Improvement: This past year we added papers on: cyberstalking, predatory lending and hate crimes.

Results: These position papers are available to the public and were recently listed in our newsletter.

Contact Name/Number: Jean Carroll, (919) 733-2455

Council for Women

Unit/Section: Not Applicable

Team/Individual Name: Elaine Monaghan

Name of Improvement: North Carolina Council for Women's Health Manual

Background: The North Carolina Council for Women provides health information for women interested in making informed decisions about their health, a major concern to the council. Current data on disease prevention, health providers' agencies, organizations and other resources enhances the well-being of all women.

Improvement: As an outreach of advocacy for women and families our goal is to assist our service providers. We encourage all health professionals, organizations and advocates to join hands and work together to improve the quality of life for women in North Carolina.

Results: The health manual was made possible by a grant from Eli Lilly and Company

Contact Name/Number: Elaine Monaghan, (919) 733-2455

Council for Women

Unit/Section: Not Applicable

Team/Individual Name: Joyce Taylor

Name of Improvement: Transfer of federal rape prevention funds to NCCFW

Background: Federal funds for rape prevention were previously distributed to the Department of Administration from DHHS. DOA had to request reimbursement of funds after we paid grantees.

Improvement: The funds will be deposited directly into the DOA Fiscal Management Budget code for this program. Funds will be in our account to support checks and eliminate reimbursement.

Results: We can request that checks be written on a regular basis, thereby, improving the delivery of service to our customers (grantees).

Contact Name/Number: Joyce Taylor, (919) 733-2455

Council for Women

Unit/Section:	Not Applicable
Team/Individual Name:	Shelia Davis
Name of Improvement:	Three-day training session for abuser treatment program staff development
Background:	The council sponsored a three-day training known as the Domestic Abuse Intervention Project, as part of the process for approving abuser treatment programs in the state. This particular training model is popular in many other states. All abuser treatment programs utilize some type of domestic abuse training model as part of their curriculum.
Improvement:	The council offered the Duluth Domestic Abuse training to a wide variety of abuser treatment and domestic violence programs throughout the state.
Results:	The training was well received and well attended. Many program participants have reported positive results from attending the training.
Contact Name/Number:	Shelia Davis, (919) 733-2455

Domestic Violence Commission

Unit/Section: N/A

Team/Individual Name: Leslie Starstoneck

Name of Improvement: Development of Workplace Violence Policy with Office of State Personnel

Background: North Carolina had the first state government workplace violence policy in the nation. The policy is comprehensive and makes a strong statement regarding the state's position on tolerating violence in the workplace. The policy did not, however, discuss domestic violence specifically as a form of workplace violence.

Improvement: The Domestic Violence Commission worked in collaboration with the Office of State Personnel and other agency representatives to redraft the policy, develop related training materials, and sponsor a conference on workplace violence for human resource professionals in state government.

Results: The redrafted policy will be adopted during the August meeting of the State Personnel Commission. The new policy should raise awareness regarding the issue of domestic violence among state employees and set out steps managers and supervisors can take to protect and support victims, and hold perpetrators of this violence accountable.

Contact Name/Number: Leslie Starstoneck, (919) 807-2322

Domestic Violence Commission

Unit/Section:	N/A
Team/Individual Name:	Leslie Starstoneck
Name of Improvement:	Legislative Change to Use of Abuser Treatment Programs by the Courts
Background:	Current law requires that in the course of civil actions, judges who order defendants who commit domestic violence to attend treatment, may only use programs that are approved by the Department of Administration's Council for Women. About 5 percent of all referrals from court are a result of civil actions. 95 percent come from criminal courts.
Improvements:	The Domestic Violence Commission, as part of its legislative agenda, advocated for requiring that all referrals to programs be made only to those that are approved by the Council for Women.
Results:	North Carolina will have set a standard for the type of intervention utilized by the court for treating domestic violence offenders. This will enhance the safety of victims of domestic violence, who have been shown to suffer harm in cases where intervention does not follow certain operational standards.
Contact Name/Number:	Leslie Starstoneck, (919) 807-2321

Domestic Violence Commission

Unit/Section: N/A

Team/Individual Name: Leslie Starsonneck

Name of Improvement: Financial Support to domestic violence agencies suffering damage due to Hurricane Floyd

Background: Many domestic violence services, including emergency shelter, are provided in North Carolina by private, non-profit organizations. Many of these providers suffered devastating damage to their facilities as a result of Hurricane Floyd. Many had insufficient insurance coverage and operated on very tight budgets that could not support large repair costs.

Improvements: The Domestic Violence Commission coordinated the effort to identify potential sources of emergency funding for programs. The Kate B Reynolds Foundation agreed to provide support to programs effected by the hurricane and granted a total of \$93,000 to programs in need. Most of the funds went for emergency repairs to shelter structures, lost equipment, and lost supplies and donations.

Results: Programs were able to operate without significant interruption as a result of the generosity of Kate B Reynolds and the swiftness with which the grants were made. As a result, victims of domestic violence and their children continued to receive assistance, particularly in a time of tremendous stress and devastation.

Contact Name/Number: Leslie Starsonneck, (919) 807-2321

Domestic Violence Commission

Unit/Section:	N/A
Team/Individual Name:	Leslie Starsonneck
Name of Improvement:	Assessment of Current Services to Victims of Domestic Violence
Background:	In 1999, close to 25 percent of North Carolina's counties did not have a shelter for victims of domestic violence located within their borders. Because victims already must overcome so many obstacles to get help, it is important that assistance be accessible and located within their own community.
Improvements:	The Domestic Violence Commission conducted needs assessments in 24 counties to determine current services, unmet needs, and proposed solutions. Based on those results, the commission advocated for funding to these underserved parts of the state.
Results:	State and federal funding was directed to these areas resulting in a number of new shelters, satellite offices and other ancillary services for victims of domestic violence and their children.
Contact Name/Number:	Leslie Starsonneck, (919) 807-2321

Domestic Violence Commission

Unit/Section: N/A

Team/Individual Name: Leslie Starstoneck

Name of Improvement: Training for School Resource Officers

Background: School resource officers play an important role in addressing and preventing school violence. Their training, however, did not include information about teens that are experiencing dating and/or sexual violence.

Improvements: The Domestic Violence Commission, in cooperation with a local domestic violence and sexual assault service agency named Interact, and the N.C. Coalition Against Sexual Assault, drafted new modules on dating violence and sexual assault for the school resource officer curriculum delivered by the N.C. Justice Academy.

Results: School resource officers will be better prepared to make appropriate referrals for teen victims of dating and sexual violence and will provide helpful responses to teens who choose to disclose the violence to the SROs.

Contact Name/Number: Leslie Starstoneck, (919) 807-2321

Facility Management

Unit/Section: Warehouse

Team/Individual Name: Sid Chambers and Jenny Merritt

Name of Improvement: Updating and re-organization of Facility Management Warehouse

Background: Our staff examined ways to reorganize and re-structure our warehouse to make more efficient use of space and establish better control of materials.

Improvement: With the additional space gained from the relocation of State Capitol Police, our warehouse manager will be able to make more space available for storage and better organization of materials.

Results: We will implement a bar code system to better manage inventory and control of materials.

Contact Name/Number: Jenny Merritt, (919) 733-3855

Facility Management

Unit/Section: Facility Management Division

Team/Individual: Brian S. Haynesworth and Sid Chambers

Name of Improvement: Reduction in BellSouth® telephone books

Background: Historically the division has received a large number of BellSouth® telephone books and recently, telephone books by competitors of BellSouth®. To reduce the number of telephone books the division has installed the BellSouth® The Real White Pages on CD-ROM on its LAN.

Improvement: With the installation of the BellSouth® product, the division employees now have immediate access to the phone numbers of area businesses.

Results: The division now limits the number of paper phone books it receives from BellSouth® to one book for each section, thereby saving warehouse storage space, reducing the number of phonebooks for recycling or disposal, and saving money. In addition, employees are educated on practical waste reduction methods offered through the use of technology.

Contact Name/Number: Brian S. Haynesworth, (919) 733 -3855

Fiscal Management

Unit/Section: Fiscal Management

Team/Individual Name: Kathy Crook

Name of Improvement: Mail Service Center Billing System

Background: The Office of Fiscal Management, in an effort to efficiently utilize state resources dedicated to the accounting functions, requested and received approval from the Office of the State Controller (OSC) to design an interface from the new Mail Center Billing System to the North Carolina Accounting System (NCAS) and the Cash Management Control System (CMCS).

Improvement: The Mail Service Center was instructed to use the NCAS accounting key (company and center) as their account structure to accumulate mail service cost for agencies participating in the consolidated Mail Service Center. Bar codes reflecting the NCAS accounting key were created and supplied to each participating agency. By using NCAS accounting key, the Mail Service Center was able to create a file to be posted to the NCAS to record both the postage expense entry on the participating agencies' books and the cost reimbursement entry on the DOA's books. This information was also used to automate the creation of transfer entries to CMCS between the participating agencies' budget codes and DOA's budget codes.

Results: This interface substantially eliminated manual data entry for both DOA and the agencies participating in the Mail Service Center. Using the interagency transfer capabilities of the state's Cash Management Control System also eliminated check writing between state agencies and DOA for the reimbursement of central mail costs. The transfer capability by which funds were immediately recouped eliminated any billing or accounts receivable functions as well as improved cash flow for the Mail Service Center.

Contact Name/Number: Kathy Crooke, (919) 733-2650

Governor's Advocacy Council for Persons with Disabilities

Unit/Section: Legal and Systems/Outreach

Name of Improvement: Senate Bill 934/House Bill 1071: Persons with Disabilities Protection Act Ratified.

Background: Previously existing legislation, GS 268-A was called the "Handicapped Persons Protection Act". It dated from 1985 and used the term "handicapped" to refer to persons with disabilities. This language is now considered offensive and is without question outdated. Also, the statute of limitation on filing allegations of discrimination was only 180 days. In many cases this was not long enough. Sometimes persons with disabilities, particularly those with mental impairments, did not have a fair and equitable chance to discern the nature of the discrimination until it was too late to file. Also, the Americans with Disabilities Act defers the Statute of Limitation to existing state law in several titles. The existing law was therefore limiting the remedies under the ADA.

Improvement: Staff provided expert technical assistance to legislators in the creation of Senate Bill 934/House Bill 1071. The new statute replaces the term "handicapped" with "persons with disabilities" and increases the statute of limitations for filing a discrimination complaint to two years. The new statute changes all but Title I which is concerned with employment.

Results: The rights of North Carolina citizens with disabilities are protected by a law written with more acceptable language.

Contact Name/Number: Allen Perry, (919) 733-9250

Governor's Advocacy Council for Persons with Disabilities

Unit/Section: Outreach/Systems Advocacy

Team/Individual Name: Allison Bowen

Name of Improvement: Electronic access

Background: Throughout the state persons with visual disabilities are using graphically incompatible hardware/software that is particularly evident in Netscape's calendaring function.

Improvement: GACPD brought this to the attention of DOA, the Information Resource Management Commission (IRMC) and ITS. A IRMC workgroup was established to create policies and standards for electronic access for state employees with disabilities and those persons with disabilities who do business with the state.

Results: GACPD assisted in the staffing of this workgroup and provided on-going consultation. Recommended policies and standards are expected to be approved by the IRMC in August. Policies specifically outline accessibility requirements through the appropriate procurement and provision of hardware, software, training and support and facilitate the employee's competitiveness and ability to perform computer-based functions more effectively. ADA requires electronic accessibility.

The state has taken a leadership role nationwide to ensure that its citizens with disabilities have access to North Carolina's e-commerce initiatives.

Contact Name/Number: Allison L. Bowen, (919) 733-9250

Governor's Advocacy Council for Persons with Disabilities

Unit/Section: Outreach/Systems

Name of Improvement: Improvement of Health Care Registry

Background: The North Carolina Health Care Personnel Registry lists all health care workers under substantiated allegations of patient abuse, neglect, and/or exploitation and misappropriation of property. The registry was not being used because the law did not require employers to use it.

Improvement: Staff provided expert technical assistance to legislators and legislative staff in the creation of Senate Bill 432/House Bill 1258.

Results: Prospective employers are now required to consult the registry before hiring. Workplace risks were reduced and the rights of vulnerable residents of 24-hour facilities are now better protected.

Contact Name/Number: Allen Perry, (919) 733-9250.

Governor's Advocacy Council for Persons with Disabilities

Unit/Section:	Outreach/Systems
Name of Improvement:	Restraints in facilities legislation
Background:	Patients in 24-hour care facilities and psychiatric hospitals died of unnatural causes and were unreported by agencies whose responsibility it was to oversee patients' care. Questions were raised regarding the use of restraints.
Improvement:	Staff provided expert technical assistance to legislators and legislative staff in the development and passage of House Bill 1520 "Restraints in Facilities."
Results:	Deaths resulting from violence, suicide, accidents, homicide and deaths that occur within seven days of the use of a restraint are required to be reported to the Governor's Advocacy Council for Persons with Disabilities (GACPD) as of January 1, 2001.
Contact Name/Number:	Allen Perry, (919) 733-9250.

Historically Underutilized Businesses

Team/Individual Name: Office Staff

Name of Improvement: 10 Statewide HUB regional training conferences

Background: To improve outreach efforts to vendors and purchasing agents, the HUB office held 4 HUB meetings in coastal, piedmont, western and metrolina areas of the state. During FY 98-99, the office conducted 8 HUB Awareness Forums "Partnering for Success" in Greenville, Raleigh, Greensboro, Tarboro, Fayetteville, Jacksonville, Charlotte, and Asheville. The communities wanted more events to raise awareness and to help meet the 4 percent HUB goal. HUB then coordinated 10 statewide training sessions for HUB vendors and purchasing agents.

Improvement: HUB regional training conferences were conducted in Wilmington, Elizabeth City, Charlotte, Cullowhee, Asheville, Morganton, Raleigh/Durham, Fayetteville, Greenville and Winston Salem. The conference included a HUB program overview and presentations on contracting opportunities by representatives from N.C. Department of Transportation, State Property Office, State Construction Office and Information Technology. The conference provided the following concurrent workshops for purchasers and business owners: Purchasing with Inclusion, Strategies for Conducting Business with State Government, Vendor Link, Financial Management For Your Business, Preparing HUB Quarterly Reports, Vendor Registration/Searching for Procurement Opportunities and Electronic Information and Technology.

Results:

- We achieved excellent attendance with over 665 purchasers and vendors.
- The Department of Correction contracted directly with the workshop presenter to conduct this workshop for 17 purchasing agents.
- By utilizing state-owned facilities and partnering with universities and agencies we saved money.
- Evaluations indicated satisfaction with presenter knowledge and enthusiasm; small, organized non-intimidating groups; a willingness to pay more to attend and to host annual statewide conferences; and desire to obtain attendee list.

Contact Name/Number: Joyce I. Ashby or Bridget L. Wall, (919) 807-2330

Historically Underutilized Businesses

Team/Individual Name:	Office Staff
Name of Improvement:	Increased participation in state contracting
Background:	During fiscal year 96-98 the annual quarterly purchasing report indicated that agencies struggled to meet the minimum goal 4 percent for annual participation due to limited support.
Improvement:	Because Governor Hunt has emphasized the importance of improving our program we've encouraged departmental purchasing officers to participate in trade shows and exhibits and to participate in statewide training conferences. Additionally we conducted agency training sessions for purchasers.
Results:	<ul style="list-style-type: none">• We worked with purchasing officers to create ways to increase participation and to use more vendors in agency contracting and procurement.• During 99-00 state agencies, community colleges, universities and public schools reported participation as follows: 1st Quarter: 8.27 percent; 2nd Quarter: 9.34 percent; 3rd Quarter 10.18 percent and 4th Quarter 8.64 percent.• Year-to-date participation for FY 99-00 is 8.87 percent, exceeding the Governor's goal of 8 percent.
Contact Name/Number:	Joyce I. Ashby or Bridget L. Wall, (919) 807-2330

Historically Underutilized Businesses

Team/Individual Name: Bridget L. Wall

Name of Improvement: Developed comprehensive participation reporting system

Background: Overdue Improvements to the computer program that generates quarterly reports resulted in development and implementation of a new computer reporting system.

Improvement: The new system includes individual reports on the following: a summary of state reporting entities, cabinet department agencies, council of state agencies, support agencies, community colleges, public schools, universities and state construction. To enhance the accuracy of the reports, we provided specific training and implemented a process in which copies of the quarterly reports are provided to the governor's office, cabinet secretaries, advisory council members, statewide M/WBE coordinators and the media.

Results:

- We developed a new computer program that compiles and generates the quarterly reports of the state reporting entities.
- We implemented a comprehensive reporting system which provides quantitative (purchasing reports) and qualitative (executive summary, program activities) information.
- New comprehensive report helps media and others interpret participation and to clearly illustrate office activities for each quarter.

Contact Name/Number: Joyce I. Ashby or Bridget L. Wall, (919) 807-2330

Human Relations Commission

Unit/Section:	Fair Housing Unit
Team/Individual Name:	Eddie Lawrence
Name of Improvement:	Title Eight automated paperless office tracking system (TEAPOTS)
Background:	The Fair Housing Unit spent an inordinate amount of time copying case files and generating Final Investigative Reports.
Improvement:	The TEAPOTS system allows U. S. Department of HUD and the Human Relations Commission to view housing discrimination cases simultaneously. Additionally, case files no longer have to be copied and sent to HUD. At the same time, the Final Investigative Report is generated automatically from information entered into TEAPOTS by investigators.
Results:	The amount of paper used is drastically reduced. The amount of time spent copying case files and the amount of time required to generate Final Investigative Reports decreased dramatically.
Contact Name/Number:	Eddie Lawrence, (919) 733-7996

Human Resources Management

Name of Improvement:	Human Resources Management Comprehensive Training Calendar
Background:	Each area distributed sponsored training information to employees resulting in duplication. Employees were expected to attend trainings at conflicting times.
Improvement:	A comprehensive calendar was developed to list all training activities on a quarterly basis. The calendar includes name, dates, time, and location of training, the cost and contact. The calendar is on DOA's public drive and on its bulletin boards.
Results:	Employees have a single source for viewing all training.
Contact:	Linda Jefferson, (919) 733-4606

Human Resources Management

Name of Improvement:	Request for Training Approval Process
Background:	Maximum turnaround time to approve a request for training was 10 days. There were inconsistencies in confirmation of employees' approval and/or registration and budget information was not included with request to pay invoices for directly coordinated programs. There were no established guidelines to reconcile invoices.
Improvement:	The maximum turnaround time was reduced to 3-5 days. Emergency approvals were reduced to 2-3 days. We implemented a confirmation system that is used to notify all parties including budget code information for invoices. The new system will expedite invoice payment turnaround time. We also implemented the standard to reconcile invoices within two weeks of receipt.
Results:	We achieved two results: faster turnaround time in the approval process and expediting payment of invoices. We also eliminated outstanding invoice payment notices.
Contact:	Olga Acosta, (919) 733-4606

Human Resources Management

Name of Improvement: Interaction management training

Background: The program used was outdated.

Improvement: Implemented a new program with several other state agencies.

Results: The program was infused with cutting edge advancements.

Contact: Olga Acosta, (919) 733-4606

Human Resources Management

Name of Improvement:	Staff development section planning sessions
Background:	Planning sessions and general meetings were held inconsistently.
Improvement:	Staff meetings are now held weekly with an annual goal setting meeting at the beginning of our work cycle.
Results:	We developed cohesive action plans.
Contact:	Linda Jefferson, (919) 733-4606

Human Resources Management

Name of Improvement: Staff development filing system enhancements

Background: Old files cluttered offices with no guidelines as to file management.

Improvement: We established records retention guidelines for educational assistance and training assistance materials and filing guidelines for current programs, requests for training, and educational assistance forms.

Results: Outdated files were purged, filing space was recovered and files and workspace were better organized.

Contact Name/Number: Linda Jefferson, (919) 733-4606

Human Resources Management

Name of Improvement:	Request for training/educational assistance forms tracking system
Background:	We had inconsistent or no methods to formally track status of request for training or educational assistance forms.
Improvement:	We developed and implemented log to track status of forms and actions of staff development contact.
Results:	We gained a more consistent and efficient method for tracking status of forms so that the division can respond more quickly and effectively to questions regarding status of requests for training or educational assistance forms.
Contact:	Olga Acosta, (919) 733-4606

Human Resources Management

Name of Improvement:	Work/Family Life Program
Background:	DOA employees needed assistance with juggling work and family life issues. No resources were available to assist the employees.
Improvement:	A work/family life resource center has been developed in the Human Resources Management Office along with informative lunchtime sessions to assist employees with balancing work and family life.
Results:	We have employees who are more productive.
Contact Name/Number:	Alfreda Melton, (919) 733-4606

Human Resources Management

Name of Improvement:	State Employees Incentive Bonus Program (SEIBP) Web site
Background:	Previously the Web site could only be accessed from the Department of Administration's homepage; therefore, the employee or agency coordinator would have to know that the program was housed in the Department of Administration in order to access any information. Only limited information could be accessed.
Improvement:	SEIBP is accessible on the Web by searching for the letters SEIBP and stays current including recent press releases.
Results:	State employees now have direct access to SEIBP.
Contact Name/Number:	Barbara Harris, (919) 733-4606

Human Resources Management

Name of Improvement:	Health and wellness fair
Background:	We've had a health and wellness fair for several years but needed to include more vendors that offer employees a wider range of benefits.
Improvement:	The 2000 fair was a partnership with the Administrative Office of the Courts. More vendors participated and met the needs of the employees including work family focus issues and financial issues (Salomon Smith-Barney, Retirement System, etc.). Also, insurance vendors were present to answer specific questions and attendance increased.
Results:	Employees are more informed about a variety of health issues.
Contact Name/Number:	Pete Windsor, (919) 733-4606

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Roy Creighton

Name of Improvement: Automated processing of inbound mail at the Mail Service Center

Background Incoming U.S.mail used to be sorted by hand.

Improvement: Now we use JetStar Automated sorter.

Results: In the fourth quarter, approximately 25 percent of the inbound USPS mail was sorted by automation.

Contact Name/Number: Roy Creighton, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Gene Benfield

Name of Improvement: Converting from the six digit interoffice number to MSC numbers

Background: The interoffice numbering system required mail to be sorted by hand.

Improvement: Agencies now use MSC numbers for interoffice mail only. The external courier system is encouraged to use the four digit MSC number when sending courier mail to Raleigh.

Results: Manual mail sorters will not have to learn two different numbers for the same agency. Mail can now be sorted to the actual office instead of to the Department level. With letter mail properly addressed and formatted using the MSC number, the mail can be sorted by automation.

Contact Name/Number: Gene Benfield, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Linda Thompson

Name of Improvement: Division newsletter "The Write Stuff"

Background: We operate from four locations including Raleigh, Roanoke Rapids, Trenton and Statesville. Staff information was communicated by memo.

Improvement: Our monthly newsletter, "The Write Stuff," was started in February 2000 and contains information from HRM, the director, employee concerns, and job-related information.

Results: Information is consolidated in an interesting and informative format.

Contact Name/Number: Linda Thompson, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Kathy Murphy

Name of Improvement: Second dock leveler

Background: Initially, the Mail Service Center (MSC) installed one dock leveler to accommodate the two cube vans that are used to load and unload mail at the MSC facility. The purpose of the dock leveler is to adjust for the height difference between the bed of the vehicle and the dock.

Improvement: A second dock leveler was installed.

Results: Both vehicles can now load or unload at the same time. This has reduced waiting time when one vehicle was at the single dock and the second vehicle needed to load or unload.

Contact Name/Number: Kathy Murphy, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Tom Hemrick

Name of Improvement: Downsize vehicles used to transport mail

Background: Mail Service Center used cargo vans for all routes costing \$0.31 per mile.

Improvement: Minivans are now used for four routes.

Results: We're now paying \$0.24 per mile to use minivans for four routes. Based on average yearly mileage of 364,000, we save \$25,000 per year. We also save in the following ways:

- Reduced gas purchases
- Reduced tire and brake costs
- Reduced initial expenditure of vehicle
- Increased safety

Contact Name/Number: Tom Hemrick, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Tom Hemrick

Name of Improvement: Uniforms

Background: Uniforms worn by MSC employees were uncomfortable and did not present a professional appearance.

Improvement: MSC staff selected new uniforms. The staff decided that the working staff would wear burgundy in summer and oxford blue in winter and supervisors would wear dark blue in summer and white in winter, all with pleated khaki pants

Results: The uniforms now worn by the MSC staff are comfortable and they are of a style selected by the staff. The uniforms present a professional appearance, and the staff is proud to wear them.

Contact Name/Number: Tom Hemrick, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: David Stephens

Name of Improvement: Client Training

Background: Mail preparation was not taught effectively.

Improvement: We devised and improved training by hiring a full time staff member and began utilizing training visual aids and a PowerPoint presentation. Training was expanded through monthly meetings and feedback was encouraged. The training officer is currently developing a marketing type courier mail information package and personnel outside Wake County are being scheduled for in-house training by the MSC training out in the field.

Results: Training enabled agencies to send their mail in the proper format and with lower rates.

Contact Name/Number: David Stephens, (919)733-2913

Mail Service Center

Team/Individual Name:	MSC Management Staff
Name of Improvement:	MSC Help Desk
Background:	There was no designated person to answer client questions and concerns.
Improvement:	We established the help desk to assist persons and clients across the state. Persons with questions or concerns can contact the desk at (919) 733-2913 or via e-mail at MSCHelp@ncmail.net .
Results:	The help desk provides faster response to client questions and concerns.
Contact Name/Number:	Monica Talley, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Rick Kelly

Name of Improvement: MSC home page: <http://www.doa.state.nc.us/msc/>

Background: Our previous home page was outdated.

Improvement: We established a site to locate addresses by agency. Clients are able to print a list of addresses. Another site was created to include the street address even though it could not be printed on all printers. A site to list MSC addresses by employee names was created to including employee name, MSC address, telephone number and in some cases e-mail addresses. More than 5,000 employees have submitted their names and requested to be added to the database. Our clients can request bar code labels and training on line.

Results: We now have a home page that is user friendly and provides the information our clients need to prepare mail correspondence.

Contact Name/Number: Rick Kelly, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Tom Hemrick

Name of Improvement: Mail service center became an agency of the "Adopt A Block" program

Background: Area around the facility was littered with paper with no formal program to routinely eliminate litter.

Improvement: MSC became an agency of "Adopt A Block" in July 2000.

Results: The area remains clean.

Contact Name/Number: Tom Hemrick, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Tom Hemrick

Name of Improvement: Mail service center processing status boards

Background: Mail service center had no way to measure the work they were doing each month.

Improvement: Mail service center has installed six dry erase boards displaying performance data including the amount of mail processed manually, by postage metering machines, inbound U.S. postal service mail, amount sorted by JetStar, miles driven monthly, daily average miles driven. In each section, data is also posted on 8 ½ x 11 paper.

Results: Staff will be able to see their performance data and visitors to the center can also see monthly data.

Contact Name/Number: Tom Hemrick, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Roy Creighton

Name of Improvement: New sort cases

Background: In the past, sorting cases were of many different designs and provided a limited number of bins.

Improvement: All sort cases were replaced and twenty additional cases were ordered.

Results: Now we have more bins to “fine” sort mail and have better utilization of floor space and vertical space making sorting more efficient. All mail carriers now have their own sort cases to sort their route mail enabling carriers to sort mail in-house instead of at the agencies.

Contact Name/Number: Roy Creighton, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Linda Thompson

Name of Improvement: Test mail for timeliness of USPS delivery

Background: A system needed to be developed to check the amount of time it took for USPS mail to be delivered.

Improvement: A test mailing system was developed.

Results: We now have data to show how well mail is being delivered.

Contact Name/Number: Linda Thompson, (919) 733-2913

Mail Service Center

Unit/Section: Mail Service Center

Team/Individual Name: Roy Creighton

Name of Improvement: Tracking payroll sent through the courier system

Background: Each week the courier section processes and transports between 150 and 200 payrolls statewide with no way to track destinations.

Improvement: By using a new system that utilizes bar codes and scanning, misrouted mail has been reduced by approximately 70 percent.

Results: We now have a low cost way to track payroll packages.

Contact Name/Number: Roy Creighton, (919) 733-2913

Management Information Systems

Unit/Section: Networking Services

Team/Individual Name: MIS networking services

Name of Improvement: Automated fax server

Background: Too much time and too many supplies were being wasted throughout the entire department on faxes.

Improvement: MIS installed an automated fax server.

Results: Employees save time and the department saves money when divisions share automated fax lines. Printer costs have been reduced and incoming faxes can now be viewed on-line without requiring them to first be printed.

Contact Name/Number: Sharon Sanders, (919) 807-2306

Motor Fleet Management

Unit/Section: Garage

Team/Individual Name: Garage

Name of Improvement: Recycle antifreeze

Background: Antifreeze was stored in 55-gallon drums until disposal by a certified hazardous waste contractor.

Improvement: Antifreeze is now recycled at our facility. We no longer pay for the disposal of antifreeze as a hazardous waste and the recycled antifreeze is less expensive. We've eliminated the possibility of accidental spills.

Results: Recycling saves us \$168.30 annually and is good for our environment.

Contact Name/Number: Danny Willis, (919) 733-6540

Motor Fleet Management

Unit/Section: Garage

Team/Individual Name: Garage

Name of Improvement: Use bumper stickers instead of metal plates

Background: Metal plates identifying state-owned vehicles either did not fit or had become faded.

Improvement: A vinyl sticker that matches the display on the metal plate is being used. We put the sticker on the back side of old, faded state-owned plates and reuse the plate.

Results: New stickers save us \$1,000 a year.

Contact Name/Number: Danny Willis, (919) 733-6540

Motor Fleet Management

Unit/Section:	Vehicle Procurement and Assignment
Team/Individual Name:	Vehicle Procurement and Assignment
Name of Improvement:	Provide an electronic version of form FM-30.
Background:	State employees who request a state-owned vehicle had to complete form FM-30 found only in our office.
Improvement:	Form FM-30 is available now in Microsoft Word format and can be mailed electronically.
Results:	We're saving time.
Contact Name/Number:	Frank Eagles, (919) 733-7773

Motor Fleet Management

Unit/Section: Motor Fleet Management

Team/Individual Name: Director's office

Name of Improvement: Replace contract janitorial service with inmate labor

Background: The janitorial service we used was inefficient and unreliable.

Improvement: We now use inmates.

Results: We no longer have the janitorial labor expense.

Contact Name/Number: John Massey, (919) 733-6540

Non-Public Education

Unit/Section:

Team/Individual Name: Rod Helder, Director

Name of Improvement: Major upgrade of Web site

Background: The division has had an ineffective Web site that needed substantial updating.

Improvement: A much larger volume of information is now available instantaneously including information on conventional non-public school, student driving eligibility certificate, the division and boarding school information. A section answering the most "Frequently Asked Home School Questions" is also on line. We've included links to many of the Web sites of state and national non-public school organizations, government agencies, the N.C. General Assembly, the U.S. Congress, the State Library of North Carolina as well as the U.S. Library of Congress. Links for educators are also included.

Results: The new Web design is more "user-friendly" and is available seven days a week, 24 hours a day. The demand for public information is now being met much more quickly at www.doa.state.nc.us/dnpe

Contact Name/Number: Rod Helder, (919) 733-4276

Parking Systems

Unit/Section: n/a

Team/Individual Name: Greg Cain/Tracy Webb

Name of Improvement: Centralization of CAT pass program

Background: The ordering and issuance of CAT passes was inefficient and problematic.

Improvement: A new system was devised eliminating steps and creating a quicker delivery of stickers upon purchase.

Results: The parking office is better equipped to distribute passes quickly and effectively.

Contact Name/Number: Tracy Webb, (919) 807-2314

Parking Systems

Unit/Section: n/a

Team/Individual Name: Greg Cain

Name of Improvement: Physical improvements to parking facilities

Background: Many improvements were needed in state government parking lots.

Improvement: The following improvements were made: surfacing the SW corner of lot #18 (across from Museum of History, previously gravel; asphalt surfaced lot #38 (behind Bailey-Tucker House, previously gravel); combining lot #1 and #58; redesigning and adding improvements (new St. Capital Police Bldg.); resurfacing lots 34/35 (near Ashley and Lee houses); resurfacing lots #19, 20, 21 and 33 (entire block south of Governor's mansion); designing and creating a loading/unloading area adjacent to the new Archaeology operation on Lane St.; and improving islands and adding additional parking in lot #5 (behind Corrections).

Results: Improvements to parking facilities provide better access, well-defined parking stalls, an ability to add spaces to the total inventory, ability to better integrate particular agencies into proximity parking facilities and a long term approach to maintaining adequate conditions.

Contact Name/Number: Greg Cain, (919) 807-2313

Parking Systems

Unit/Section:	n/a
Team/Individual Name:	Greg Cain
Name of Improvement:	Communications/governmental operations presentation
Background:	Four studies on various aspects of state government parking were not easily available to groups that needed the information.
Improvement:	A PowerPoint presentation was presented to a variety of groups including the Govops subcommittee, the budget office and SEANC.
Results:	Groups are better informed.
Contact Name/Number:	Greg Cain, (919) 807-2313

Parking Systems

Unit/Section: n/a

Team/Individual Name: Greg Cain

Name of Improvement: Volunteer and intern identification program

Background: Volunteers and interns are provided free parking with no means of determining the legitimacy of the free parking. Museum volunteers were utilizing a stamp system that was also subject to considerable abuse.

Improvement: We worked with museum personnel to develop an ID system for identifying volunteers. The stamp system was abandoned and now all volunteers receive an ID within two days of assuming duties.

Additionally, an arrangement was worked out with the Lockshop to issue photo IDs to the interns who will be working with the various departments this summer including Justice, YAIO and the Legislature. Process details have been defined.

Results: We've eliminated abuse and the number of tickets being submitted for free parking has decreased.

Contact Name/Number: Greg Cain, (919) 807-2313

Purchase and Contract

Unit/Section:	Contracts and Standards
Team/Individual Name:	Mike Brendle
Name of Improvement:	Alternative fuel vehicles and opportunity enhancement
Background:	Vehicle contracts did not have any alternative fuel vehicles available for state agencies or non-state agencies to purchase. Also, delivery requirements were restricted to one location and this was a barrier to potential bidders.
Improvement:	Line items were added for alternative fuel vehicles. Delivery locations were expanded in the western and eastern parts of the state providing opportunities for vendors to compete for the state's business.
Results:	State agencies and non-state agencies are purchasing alternative fuel vehicles. Agencies and non-state agencies save money and time by picking up vehicles in more locations throughout the state.
Contact Name/Number:	Mike Brendle, (919) 733-7624

Purchase and Contract

Unit/Section: State Surplus Property

Team/Individual Name: SSPA staff

Name of Improvement: Converted wooden pallets in to homes for bluebirds

Background: Bluebird homes intended for waste were made into pallets for bluebirds at almost no cost.

Improvement: Inmates made the pallets.

Results: Some 6,500 bluebird homes were distributed to 5th graders throughout North Carolina.

Contact Name/Number: Jeff Nance, (919) 733-3889

Purchase and Contract

Unit/Section: State Surplus Property

Team/Individual Name: SSPA Staff

Name of Improvement: Computers for kids

Background: A large percentage of computer equipment used by N.C. state agencies was headed for the landfill at a substantial cost.

Improvement: N.C. schools that are unable to afford a computer for teaching can purchase a computer for \$20.

Results: Schools in 65 counties were able to purchase complete computer systems for \$20 each instead of \$2,000 each.

Contact Name/Number: Jeff Nance, (919) 733-3889

Purchase and Contract

Unit/Section: State Surplus Property

Team/Individual Name: SSPA Staff

Name of Improvement: Retail sale of used miscellaneous computer equipment.

Background: A portion of the miscellaneous computer equipment is not up to standard for the use in the "Computers for Kids" program.

Improvement: This class of computer items was put up for sale at the State Surplus Retail Store located in the warehouse and sold by the pallet at prices ranging from \$35 to \$125.

Results: By eliminating 62,500 pounds of miscellaneous computer equipment destined for the landfill at \$40 per ton (average savings of \$1,240) and selling the equipment per pallet (average sold is 250 pallets from 1/1/98-6/30/99) we generated a profit of approximately \$12,500.

Contact Name/Number: Jeff Nance, (919) 733-3889

Purchase and Contract

Unit/Section:	Contracts and Standards
Team/Individual Name:	Med Byrd, Jack Bullock, Mervyn Gould
Name of Improvement:	New type of term contract for data video projectors
Background:	There was no term contract for projectors and usage was dramatically increasing. The projected contract is worth approximately \$6.9 million.
Improvement:	The team created a dynamic, competitive contract beginning with 16 manufacturers and 68 models of data video projectors. Prices were not fixed for a specific term and contractors are allowed to reduce prices at any time and to replace existing models with newer models.
Results:	Internal competition between contract vendors resulted in continuing price reductions saving us at least \$1 million annually
Contact Name/Number:	Med Byrd, (919) 733-7624

Purchase and Contract

Unit/Section: Operations/Purchasing/Contracts and Standards

Team/Individual Name: Division automation team

Name of Improvement: Interactive purchasing system

Background: The old requisition tracking system (IMS) was not Y2K compliant. The vendor mailing address system (FoxPro) did not link to IMS nor the bid solicitation system (IPS) which involved keeping three systems updated and producing hardcopy mailings. All production reports and mailing labels had to be ordered through SIPS.

Improvement: IPS requisition tracking system along with vendor link does all three. IPS tracking /vendor link system eliminated hardcopy mailings by allowing vendors to register on line at no cost and receive immediate notification of the commodity solicitations of their interest. Databases are maintained in-house allowing us to produce our on reports.

Results: The cost savings for eliminating the maintenance of IMS and retrieval of reports is \$5,000 per month. Elimination of hard copy documents printing and mailing and electronic communications is estimated at \$350,000 per year. Automation of internal processes, communications with our customers and ready access to data produces greater efficiency.

Contact Name/Number: Ray Broughton, (919) 733-3581

Purchase and Contract

Unit/Section: State Surplus Property

Team/Individual Name: SSPA staff

Name of Improvement: We needed to keep defective computer equipment out of the landfill.

Background: There was no outlet for broken or defective miscellaneous computer equipment creating disposal cost for these items.

Improvement: We negotiated a contract for purchasing defective monitors, outdated computers, printers, and other computer devices.

Results: Miscellaneous computer equipment sold under these contracts was repaired and put back into the consumer market.

Some 1,917 monitors were sold at \$5.25 each bringing a profit of \$10,064.25 as opposed to 63,261 pounds of monitors being sent to the landfill at a cost of \$40 per ton losing \$1,240.

Some 89,752 pounds of miscellaneous computer equipment were sold at .03 cents per pound and converted into recyclable products at a profit of \$2,692.56.

Contact Name/Number: Jeff Nance, (919) 733-3889

Purchase and Contract

Unit/Section: Operations

Team/Individual Name: Automation Team

Name of Improvement: Electronic purchase directory

Background: The North Carolina Purchase Directory included bidding opportunities for the Division of Purchase and Contract for goods and services, for the Office of State Construction for building construction projects and the Department of Transportation for highway construction projects. It was published twice monthly and was outdated by mailing date. This setup required updating two systems (IMS) and (FoxPro) in order to produce the proper information. Vendors had to register by mail and there was an annual rate of \$40 per subscription plus the quarterly mailing out of renewal cards. One staff member had to keep the two systems updated and collect the subscription fees. Another staff member had to collect all the information from the agencies, retype it and have it printed and mailed out plus mail out the monthly renewal cards.

Improvement: The purchase directory is now available on the internet. The information is updated electronically on as needed basis, and is available at no cost to the entire vendor community.

Results: Cost savings for eliminating the hardcopy printing, postage for bi-monthly mailings and administrative support of the N.C. Purchase Directory publication is \$41,000. Access to the internet is free and the information is updated immediately by the entity handling the advertisement of such solicitation.

Contact Name/Number: Ray Broughton, (919) 733-3281

Purchase and Contract

Unit/Section: Contracts and Standards

Team/Individual Name: Ralph Edelberg

Name of Improvement: Recycled carpet

Background: Disposal of state-owned carpet in landfill

Improvement: Create a new contract for recycled/recyclable carpet to prevent continued disposal of carpet in landfill.

Results: Results are unknown at this time but it is expected that corrective measures will be environmentally friendly.

Contact Name/Number: Ralph Edelberg, (919) 733-7624

Purchase and Contract

Division: Purchase and Contract

Unit/Section: Operations

Team/Individual Name: Michael Utley and Jim Clements, consultants

Name of Improvement: Scanning documentation for IPS bids

Background: When we began using the IPS system and started using the Internet to post bids, some of the specs and were so large that the purchasers were having a hard time incorporating the information in their bid. The operations consultant suggested purchasing two scanners compatible with our computers and trying a different software program. It was also suggested that we test this software with live data to gain true the results in order to have a workable solution.

Improvement: Once the software was narrowed down to two different types (text and picture) we used live data. We noticed the improvement in quality and speed.

Results: Scanning information was documented and we arranged classes for purchasers. We were able to document instructions so that all administrative personnel could use scanners as needed by the Purchasers. The new scanners have power saving (sleep) timers. It now takes less time to process a scan and we're able to post a bid on the internet much more quickly. Contact

Contact Name/Number: Michael Utley, (919) 733-4546, ext.158

Purchase and Contract

Unit/Section: Operations

Team/Individual Name: Russell Nemitz

Name of Improvement: On-Line agency tabulations

Background: Parties interested in bidding called the agencies to have bid results read to them.

Improvement: Tabulations are now posted on the internet.

Results: We have been able to reassign one person to more productive efforts and phone calls requesting tabulation results have been eliminated.

Contact Name/Number: Russell Nemitz, (919) 733-3241

Secretary's Office

Unit/Section: Continuous Improvement

Team/Individual Name: Quality Leadership Team

Name of Improvement: Continuous Improvement Awareness Training

Background: A misunderstanding about the meaning and value of continuous improvement within the department has prevented implementation.

Improvement: Quality leadership team asked employees to attend one of more than 30 four-hour training sessions of which one was videotaped for field office employees.

Results: Over 500 employees attended the live training sessions and video tapes were purchased at \$14.20 per set by several divisions for field offices. Videotape distribution prevented travel expenses of more than \$3,000.

Contact Name/Number: George Millsaps, (919) 807-2340

Secretary's Office

Unit/Section: Continuous Improvement

Team/Individual Name: Quality leadership team

Name of Improvement: Strategic continuous improvement planning training

Background: Division directors needed education about continuous improvement planning in order to implement.

Improvement: Directors attended strategic continuous improvement training sessions.

Results: Some 30 of 35 senior managers have attended the training including the secretary, two deputy secretaries and general counsel

Contact Name/Number: George Millsaps, (919) 807-2340

Secretary's Office

Unit/Section: Continuous Improvement

Team/Individual Name: Quality Leadership Team

Name of Improvement: Facilitator Training for Division Directors

Background: Training division directors to become facilitators for continuous improvement became necessary to prevent dissemination of incorrect information.

Improvement: Division directors attended facilitator training.

Results: By the end of fiscal year 1999-2000, 9 division directors (35 percent) were trained.

Contact Name/Number: George Millsaps, (919) 807-2340

Secretary's Office

Unit/Section: Continuous Improvement

Team/Individual Name: Quality Leadership Team

Name of Improvement: Report of Improvements Publication

Background: No system existed for sharing the success of continuous improvement from one department with another.

Improvement: A report was published and the results shared with all divisions and interested parties.

Results: The report reflected a substantial number of improvements and provided a base line for further reports. Additionally, division directors were able to determine if improvements could be replicated. Unfortunately, there was not tracking system of replications.

Contact Name/Number: George Millsaps, (919) 807-2340

Secretary's Office

Unit/Section: Public Information Office (PIO)

Team/Individual Name: PIO Staff

Name of Improvement: DOA Communications Plan

Background: Upon request, PIO staff members assist the department's divisions with various writing, editing and formatting assignments targeted for publication and for the Internet. Occasionally multiple large assignments must be juggled, not allowing staff to be as attentive to all projects as they would like. Many of the projects can be anticipated year after year, but no method was used to coordinate efforts among the various divisions.

Improvement: At the instigation of the department's director of public information, each division in the department was assigned to one of three members of the PIO staff. They met with division heads and discussed agency public information needs for the 2000 calendar year. Projects, arranged by date needed, were pulled together to form the DOA Communications Plan.

The plan serves as a reminder of upcoming events/projects not only to the PIO staff but also to the division. Because projects are anticipated, routine items can sometimes be completed early, allowing time for the unexpected. The plan also helps to identify programs, efforts, etc. that are deserving or in need of special communications assistance for media coverage and external and internal communications.

Results: An initial result was the appreciation of division directors that PIO representatives were coming to them to discuss their public information needs and desires. Working on the DOA Communications Plan forced division directors and PIO staff to look at the year 2000 as a whole. The plan has also resulted in additional publicity for department agencies, including newspaper and television coverage, as well as stories written in various agency newsletters in state government. The plan, which continues to evolve, helps to focus attention and resources in areas determined to be important to the department's public information efforts.

Contact Name/Number: Priscilla Smith, (919) 807-2338

Secretary's Office

Unit/Section: State-Local Relations

Team/Individual Name: Chrys Baggett

Name of Improvement: Emergency rules procedure

Background: There was no provision in the state's Environmental Policy Act rules to grant other agencies flexibility needed to respond to community and environmental concerns related to natural disasters. In the wake of the fall 1999 federally declared disasters and the December special session of the General Assembly, agencies were allowed to adopt temporary rules to disburse the dollars appropriated. The Environmental Policy Act coordinator initiated a course of action so DOA would be ready to respond to aid the other state agencies.

Improvement: The Environmental Policy Act coordinator: 1) met with ENR staff to discuss plans and options for meeting SEPA requirements, 2) met with Commerce staff to determine application of SEPA for special activities authorized by the General Assembly and the proposed timing for applications, 3) researched emergency provisions available under the National Environmental Policy Act to determine possible application to the N.C. situation, 4) worked with the DOA general counsel on options for changing the DOA rules and wording to carry out the options, and 5) developed and presented briefings for the secretary to make an informed decision on the issues. The department prepared materials to file temporary rules that will meet this disaster situation but also will establish a process in the administrative rules for use in any future emergencies.

Results: The DOA rules were the linchpin in the process for distributing and implementing the improvements underwritten by the money appropriated for local governments during the Special Session. Change was necessary for the orderly distribution of up to \$837 million. The Environmental Policy Act coordinator helped distribute a number of grant funds to eastern North Carolina communities.

Contact Name/Number: Chrys Baggett, (919) 807-2324

Secretary's Office

Unit/Section: State-Local Relations

Team/Individual Name: Jeanette Furney

Name of Improvement: Convert clearinghouse form to digital document

Background: Discussions with MIS indicated that a significant programming effort would be required to convert the intergovernmental review clearinghouse form to a Word document or a PDF.

Improvement: The disk version now is available on customer request as an e-mail attachment and the coordinator is working with the public information office to post it on the Web site, pending additional testing by customers to ensure their ability to use the form in the current electronic format.

Results: Current savings are realized in time and costs spent by the coordinator in mailing the form to customers. (In calendar year 1999, 367 of these documents were processed through the Intergovernmental Review system.) Customers also save time and have the ability to fill out the forms electronically.

Contact Name/Number: Jeanette Furney, (919) 807-2323

State Capitol Police

Unit/Section: Section Name

Team/Individual Name: Johnny B. Massey

Name of Improvement: New Facility

Background: State capitol police occupied a small area of the building where it was housed resulting in as many as 10 employees sharing an office with one computer workstation as well as a communication center that was not meeting regulations. Expansion was not possible.

Improvement: State Capitol Police moved to a new location at 417 N. Salisbury Street. Each squad (six) now has an office with computer workstation. The new facility includes a more efficient area for the Communication Center, an Interrogation room for the Investigative Unit, an Evidence Room, and a Training and Rollcall Room. Also included is a Workstation Office for officers; an office for the civilian officers; a shower facility for officers on extended tours of duty due to inclement weather conditions; a Supply Room for uniforms and equipment; a File Room for administrative records and separate offices for the administrative staff.

Results: The new facility has increased our visibility, morale and productivity.

Contact Name/Number: Johnny Massey or Sara Keen, (919) 733-4646

State Construction Office

Unit/Section: Design Review Section

Team/Individual Name: Section staff

Name of Improvement: “Real time” review comment distribution.

Background: Completed plan and specification draft copies were reviewed by the supervisor, electronically compiled and then mailed as a hard copy original to the designer and hard paper copies to all parties to the project.

Improvement: We’ve adopted an electronic approach so that the reviewer e-mails/faxes his review comments marked as a “Draft Copy” to the designers and agencies. The risk in sending “Draft” review comments appears minimal. The drafts are still reviewed by the supervisor as well as the decision made whether the project design process is approved to continue or to bid. The final letter is hard copied and e-mailed to the designer with e-mailed copies only to the other parties.

Results: Drafts allow designers to address comments, issues or problems as they arise rather than waiting until all reviews are complete. Hard mail delays are eliminated as well. The designer may be ready to submit corrected plans and specifications at the same time he receives the formal review letter. The review time does not change but the designer response time can be eliminated. Typically 1-2 weeks.

Contact Name/Number: Wwilliam M. Davis, (919) 733-7962

State Construction Office

Unit/Section:	Not applicable
Team/Individual Name:	Marshall Mauney
Name of Improvement:	Specification and Purchase of Environmentally Sustainable Carpet
Background:	<p>A pilot project to select and purchase carpet for the new N.C. Museum of Natural Sciences introduced an innovative purchasing process that evaluated manufacturers of carpet, and selected one carpet that was environmentally preferable and also complied with functional criteria and stewardship of the natural environment.</p>
Improvement:	<p>The goals of specifying and purchasing environmentally sustainable carpet were as follows:</p> <ul style="list-style-type: none">• To reduce waste by recycling• To produce less air and water pollution,• To use less fossil fuel and more renewable energy• To expand the market for environmentally preferable building materials• To achieve healthy, productive, indoor environments for state agencies• To balance the competing interests of function, cost and the natural environment.
Results:	<p>A solicitation document, requesting extensive information and explaining the evaluation criteria, was sent to a selected list of carpet vendors. Evaluation criteria for award of contract was based on a maximum score of 100 points:</p> <ul style="list-style-type: none">• Cost of carpet and installation - 30 points maximum• Performance capabilities and quality - 30 points maximum• Environmental sustainability - 40 points maximum• Corporate policy, activity level and procurement practices• Environmental impact of manufacturing and facility practices• Waste prevention by recycling waste and old carpet <p>Staff from the division of purchase and contract, the state construction office, and the Museum of Natural Sciences worked together to evaluate each answer in the proposals from carpet manufacturers. Points were assigned to each answer to questions in the solicitation document and the carpet manufacturer that received the most points was awarded the contract.</p>
Contact Name/Number:	Marshall Mauney; (919) 733-7962

State Property Office

Unit/Section: State Property Office Staff

Name of Improvement: Use of High-Density File System

Team/Individual Name: Barbara Rote

Background: The current file system was stored in approximately 58 vertical file cabinets and the file cabinets were located in three different locations. The cabinets were close to maximum capacity and there was no floor space in the office for additional vertical cabinets and a high amount of staff time was involved in locating files. Also, a floor space problem existed in the suite which limited much needed office space.

Improvement: The use of the high-density filing system places all of the files in one location, allows easy access through the mobile unit storage feature and allows for a 20-25 percent increase in growth. Also, it allows for more office space by decreasing the number of file cabinets.

Results: The system results in more efficient file retrieval and return, which will reduce staff time. Through the file conversion, data validation will occur which confirms digital data accuracy with actual paper files. Also, two new offices were built which allows for the entire office staff to be in the suite.

Contact Name/Number: Barbara Rote, (919) 733-4346

State Property Office

Unit/Section: General Real Estate and Leasing and Space Planning

Name of Improvement: Use of multi-tab folders

Team/Individual Name: David Gourley

Background: Agents and staff resources spent a considerable time searching for and reviewing pertinent documents in the project files.

Improvement: Use of a multi-tabbed folder to better organize information in the files was suggested by a staff member through the incentive bonus program. The files will allow information to be categorized into sub-files.

Results: The multi-tabbed folder saves time when searching for and through files and improves customer service. Also, the folder insures better long-term maintenance of the project files.

Contact Name/Number: David Gourley, (919) 733-4346

State Property Office

Unit/Section: General Real Estate

Name of Improvement: Procedures for state land acquisitions negotiated by private non-profit organizations

Background: We hold roundtable discussions each year on improvements.

Improvement: Printed procedures about property acquisition were developed and distributed to non-profit organizations providing guidance and insure compliance with the applicable statutes and policies.

Results: Communication between our office and non-profits has improved.

Contact Name/Number: Bobby Poole, (919) 733-4346

State Property Office

Name of Improvement:	State property office brochure
Background:	Numerous inquiries from other organizations and the general public about the State Property Office indicated that some type of literature needed to be printed for distribution containing information about the State Property Office and its duties.
Improvement:	With the assistance of our Facilities Information Section, a brochure was designed which contains information such as the organizational structure, the responsibility and duties of the office as well as outlines the functions that are performed by the staff. The colorful brochure also has pertinent contact information.
Results:	Customer service and communication with the public and other organizations have improved.
Contact Name/Number:	June W. Michaux, (919) 733-4346

State Property Office

Unit/Section:	Facilities Information in conjunction with both Real Property and Leasing and Space Planning
Name of Improvement:	New project tracking system
Background:	The current project tracking system including more than 600 files and tracking for more than 1,000 leases is too cumbersome to use because there are numerous applications required when inputting/updating projects and leases since the system does not integrate data.
Improvement:	The new project tracking system is being designed to be user friendly, integrate desktop applications and will serve more as a management tool.
Results:	The new project tracking system will enable staff to easily input/update projects and leases because the information will automatically integrate data. The system will allow quicker retrieval of information by management and staff and will assist management with assignment and monitoring of the progress of projects as well as planning for the division.
Contact Name/Number:	John Cox, (919) 733-4346

State Property Office

Unit/Section:	Facilities Information Section
Name of Improvement:	Database conversion to Microsoft SQL server 7.0 and interface with the Department of Insurance.
Background:	In order to meet the data reporting needs of the State Property Office, the data demands of the Department of Insurance and other large departments a database that is heterogeneous is required (can be openly shared between agencies). Microsoft's SQL Server 7.0 meets all of these requirements.
Improvement:	The new interface decreases the amount of data entry required by each agency and improve the accuracy of each database.
Results:	Results include a more accurate inventory of state-owned buildings and land.
Contact Name/Number:	John Cox, (919) 733-4346

State Property Office

Unit/Section: Leasing and Space Planning

Name of Improvement: Historically Underutilized Businesses (HUB) outreach

Background: We need to increase the amount of goods and services acquired from HUB vendors.

Improvement: Lease specifications and proposals to lease to the state have been revised to promote and encourage business with HUBs.

Results: HUB participation in the state's bidding process will increase.

Contact Name/Number: June W. Michaux, (919) 733-4346, ext. 202 or
Tommy Cline, (919) 733-4346

State Property Office

Unit/Section: Leasing and Space Planning

Name of Improvement: Lease space advertisements on Web site

Background: The process for advertising requests for lease proposals through local newspapers is slow and ineffective.

Improvement: Request for lease proposals and related materials have been placed on the State Property Office Web site.

Results: The public is better informed of the process of submitting proposals.

Contact Name/Number: Tommy Cline, (919) 733-4346 ext. 210 or
John Cox, (919) 733-4346 ext. 218

State Property Office

Unit/Section: General Real Estate

Name of Improvement: Delegation of authority

Background: By general statutes, several newly created programs such as the Conservation Reserve Enhancement Program (CREP) and the Confined Animal Operations Program (CAOP) authorize the acquisition of conservation easements. To apply the statutes, the Council of State authorized the Department of Administration to enter into agreements and acquire and hold conservation easements for said programs.

Improvement: The Council of State further authorized the Department of Administration to delegate to the Department of Environment and Natural Resources the authority to enter into conservation easements agreements and acquire and hold such easements for the CREP and the CAOP. Also, the CREP was given authority to enter into contracts for appraisals, surveys, environmental audits and related activities necessary to acquire such easements.

Results: The delegation of authority to DENR will allow the acquisition process of the thousands of anticipated easements to be done in a timely manner.

Contact Name/Number: Bobby Poole, (919) 733-4346

Veterans Affairs

Unit/Section: Assistant Secretary's Office

Team/Individual Name: Angela Brittian

Name of Improvement: State Scholarship Program

Background: The computer program for the State Scholarship Program that was outdated and inaccessible to field offices.

Improvement: The new program is more responsive and will allow access by personnel in our field offices. Training will be required of all personnel to gain access to the program.

Results: The new program helps potential applicants and field offices to gain more information about previous awards and their status.

Contact Name/Number: Angela Brittian, (919) 733-3851

Veterans Affairs

Unit/Section: State Veterans Cemetery Program Veterans Cemeteries in
Black Mountain, Jacksonville, and Spring Lake

Team/Individual Name: Eli D. Panee, cemetery program manager

Name of Improvement: Use of above ground fuel tanks

Background: The maintenance staff at the three cemeteries were required to drive to the nearest DOT facility (8 – 15 miles) in order to draw fuel for the various equipment needed to do burials and maintain the grounds and facilities. The fuel (either regular gas or diesel) was put into 5 gallons gas cans and each cemetery only had twelve gas cans. Getting gas would normally take 2 to 2½ hours each time. During the “growing season”, gas trips were usually twice a week, thus losing 4 - 6 man-hours each week in just getting fuel. Of greater importance and concern was the safety factor involved in carry gas in the back of a pickup truck. If an accident should occur while the state employee had gas in the back of the truck (usually 25 – 30 gallons), the consequences of an accident would be extremely serious. Not just to the state worker, but to the public as well.

Improvement: NCDVA purchased 150 gallons fuel tanks for the cemeteries. Each cemetery received two double walled, 150 gallons fuel tanks, one for regular gas and one for diesel fuel. Depending on the location, each cemetery worked out receiving fuel through either a local contractor or the Department of Transportation.

Results: Use of the fuel tanks now eliminates the 4 – 6 man-hours lost each week in getting fuel. The worker is now available full-time to work. The greatest gain is the elimination of the danger of hauling fuel and creating a potential danger and hazard to the general public as well as the state employee. The added bonus is the improvement in morale for the workers knowing that they no longer have to place themselves or the public in a potentially dangerous situation.

Contact Name/Number: Eli D. Panee, (919) 733-2832

Veterans Affairs

Unit/Section:	District Service Offices (Field Offices)
Team/Individual Name:	Daniel Liles
Name of Improvement:	Established statewide computer access to clients' records at the U.S. Department of Veterans Affairs.
Background:	<p>In the past, when providing assistance to our veterans, widows and dependents, the staff of our fifteen District Service Offices, the eighty-nine County Veterans Service offices we support, our three State Veterans Cemeteries and the staff of our State Veterans Nursing Home, had to rely upon written responses from the U.S. Department of Veterans Affairs to determine basic benefit eligibility, status of claims under development, status of appeals, as well as the status of missing benefit payments. <u>Delays from the VA were inevitable</u>, creating problems for our clients and staff. In addition, VA employees were diverting man-hours from claim processing time to reply to these written inquires, thereby causing additional delays in the granting of benefits.</p>
Improvement:	<p>The information we needed was stored in the U.S. Department of Veterans Affairs computer database known as the Benefits Delivery Network (BDN) located in Hines Illinois. We installed a computer software program in each of the one hundred and eighteen locations mentioned above, which now allows, direct, read-only, access to the VA BDN database. We then conducted ten, intense, two day, hands-on, BDN computer workshops for 125 state and county employees.</p>
Results:	<p>Prior to this improvement our clients were waiting an average of eight to 12 weeks for a written response from the VA. Now, in almost every case, the needed information is instantaneously available through our access to the BDN system. Now we can immediately establish a client's eligibility, status of their pending VA claim or appeal and most importantly, for our clients, we can determine the status of the last twelve benefit payments, to include the issue dates and method of delivery. We are realizing a cost savings in reducing the clerical man-hours, supplies, and postage required by the old system, while also dramatically increasing customer satisfaction, by providing a rapid response to inquiries.</p>
Contact Name/Number:	Daniel Liles, (336) 766-1496

Veterans Affairs

Division: Veterans Affairs

Unit/Section: District Offices

Team/Individual Name: Charles F. Smith

Name of Improvement: Establish Internet for all Field Offices

Background: The District Veterans Service Offices and County Veterans Service Offices were corresponding by phone and regular mail.

Improvement: We provided an Internet service provider to all District Veterans Service Offices and encouraged all County Veterans Service Offices to have their county to provide Internet service.

Results: Each office was provided an additional phone line dedicated the Internet and e-mail accounts. This has helped our offices to research supporting documentation to assist veterans with their claim for VA benefits. It has also decreased the response time on inquires concerning claims.

Contact Name/Number: Charles F. Smith, (919) 733-3851

Youth Advocacy and Involvement Office

Name of Improvement:	YAIO responses to Web inquiries
Background:	<p>More and more citizens have started seeking additional information from our office via the YAIO Web site. While they are able to download applications, publications, etc., often they need to ask for additional information or want to know about other resources. Only the director and administrative assistant's names were given on the site, so all of the inquires (generally e-mails) were addressed to them, regardless of the program or issue. The director or assistant would either have the responsibility of responding to all of the requests or forward them to the appropriate staff member(s) for response. This often left the director and assistant unclear about just whom would respond and whether there was the need to reply further.</p>
Improvement:	<p>The director posed the situation to the staff and it was felt that the program coordinators' names should be listed on the site to be contacted for further information. (This change should immediately help the situation.) Furthermore, it was decided that the director and assistant should forward future requests to the person in charge of the specific program, or designate one person to respond if more than one staff member is forwarded the information. The designated staff person would reply and copy the response to the director or assistant, thus allowing the initial receiver to know that the reply had been made.</p>
Results:	<p>The changes to the Web site were done easily and without cost to the agency. The director and assistant are receiving fewer e-mail requests since they are now going directly to the appropriate staff person. Staff members are, however, copying their responses to director/assistant when forwarded by them. This process is a simple but a much more effective way to deal with customer inquires and saves time for everyone. The customers/citizens are being served faster and more efficiently.</p>
Contact Name/Number:	Pam Deardorff, (919) 733-9296

Youth Advocacy and Involvement Office

Unit/Section:

Team/Individual Name:

Name of Improvement: Technology improvements

Background: Staff members out-sourced simple print jobs to Correction Enterprises.

Improvement: We purchased a digital copier with superior reproduction quality that allows staff members to reduce production turn-around time and overrun costs.

Results: Staff can send print jobs from their desktop directly to the digital copier that makes staples and three-hole punches.

Contact Name/Number: Valerie Heard, (919) 733-9296

Youth Advocacy and Involvement Office

Unit/Section:

Team/Individual Name:

Name of Improvement: Technology improvements

Background: Staff used software that was not Y2K compliant.

Improvement: Upgrading software insured continuous reliability. The division's technology standards are compliant with the Department's recommendations/mandates.

Results: Staff are now technologically adaptable and the communication flow has improved.

Contact Name/Number: Valerie Heard, (919) 733-9296

Youth Advocacy and Involvement Office

Unit/Section:

Team/Individual Name:

Name of Improvement: Technology improvements

Background: Classroom training experience may be practical but the benefits short-lived.

Improvement: In-house computer and software application training offers staff flexibility.

Results: Staff spends less time back at their desks agonizing over problem-solving techniques. Improved problem-solving skills, self-esteem, and career marketability are direct benefits of enhanced skills and increased knowledge.

Contact Name/Number: Valerie Heard, (919) 733-9296

Youth Advocacy and Involvement Office

Team/Individual Name:	SADD
Name of Improvement:	Adding SADD chapter directory to Web site
Background:	Printed SADD chapter directories were constantly outdated and were cost prohibitive to reproduce.
Improvement:	Putting the SADD directory on the DOA Web site saves the cost of printing and postage and makes it much easier to amend the directory when necessary. Having access to the directory has already resulted in several regional SADD programs in the state. Schools were able to put on joint prevention programs after seeing on the Web site that there were other chapters in their areas.
Contact Name/Number:	Harriett Southerland, (919) 733-9296

Youth Advocacy and Involvement Office

Unit/Section: Internship Program

Name of Improvement: Electronic application receipt notification

Background: Applicants were not notified of the receipt of their applications.

Improvement: Applicants are notified by e-mail the day their application is received in our office.

Results: Immediate acknowledgment of receipt gives students peace of mind to students and reduces time spent searching. E-mail reduces telephone costs and time.

Contact Name/Number: Karen Bass, (919) 733-9296

Youth Advocacy and Involvement Office

Name of Improvement:	Letters from community leaders to encourage recruitment
Background:	We needed to involve community leadership in recruiting students for the internship program.
Improvement:	Community leaders learned of the internship program from minority affairs communications and legislators have made contacts with potential recruits.
Results:	We have increased awareness by communications from minority groups increasing community awareness.
Contact Name/Number:	Karen Bass, (919) 733-9296